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**SUMMARY REPORT**

of the

**ACTIVITIES OF THE CAREER SERVICES**

1 January 1955 to 30 June 1955

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SUMMARY REPORT

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ACTIVITIES OF THE CAREER SERVICES  
1 January 1955 to 30 June 1955

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## SECTION I

### CLANDESTINE SERVICES CAREER SERVICE

#### A. ORGANIZATION

On 8 October 1954 there was established in the DDP organization a Clandestine Services Career Service Board assisted by a Clandestine Services Career Service Panel, three Senior Staff Career Service Panels, and a Clerical Panel.

1. Clandestine Services Career Service Board. The Clandestine Services Career Service Board is composed of:

Chief of Operations - Chairman  
Assistant Deputy Director (Plans)  
Chief, Foreign Intelligence Staff  
Chief, Psychological and Paramilitary Operations Staff  
Chief, Technical Services Staff  
Special Support Assistant for the Deputy Director  
(Support) - Secretary

2. Clandestine Services Career Service Panel. The Clandestine Services Career Service Panel is composed of:

Two officers representing Foreign Intelligence Staff  
Two officers representing Psychological and Paramilitary  
Operations Staff  
One officer representing Planning and Program  
Coordination Staff  
One officer from each of two Area Divisions

3. Senior Staff Career Service Panels:

The Foreign Intelligence Staff Career Service Panel  
The Psychological and Paramilitary Operations  
Staff Career Service Panel  
The Technical Services Staff Career Service Panel

4. Clerical Career Service Panel

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B. ACTIVITIES

1. General

a. Service Designations

(1) At the end of January, 1955, the Service Designations of all members of the Clandestine Services Career Service were changed to "D", and additional panel designations of "I", "P" or "M", "T", or "S" were assigned to each individual to indicate the panel currently responsible for his career development and assignment. Panel designations were not assigned to former FI, PP, or PM designees with less than three years of service who were considered to be in a stage of initial orientation and indoctrination. The effect of this action was to relieve the FI and PP Senior Staff Panels of primary responsibility for a total of approximately [REDACTED] individuals and to place them under the jurisdiction of the Clandestine Services Career Service Panel. At about the same time, the designations assigned to positions under the jurisdiction of the Clandestine Services Career Service were converted in a similar fashion to reflect panel jurisdiction. Since then, Career Management Officers and representatives of the Office of Personnel have been developing arrangements to review the current designations of all Clandestine Services positions and adjust them, as appropriate, to conform to the intent of the present career program.

(2) During the second quarter approximately [REDACTED] individuals under the jurisdiction of the Clandestine Services Career Service Panel were assigned FI or PP panel designations. These individuals had either completed three years of service or were in fact functioning as qualified officers in FI, PP, or PM activities.

b. Career Management Officers (CMO's)

In March, 1955, the Placement Officers servicing the Clandestine Services Career Service were moved physically to work in the Career Management Offices supporting the various elements of the Clandestine Services Career Service. The responsibilities of Clandestine Services CMO were combined, in one individual, with those of the Deputy Chief, Placement and Utilization Division for Clandestine Services, and he was delegated authority to approve personnel actions through grade GS-15, on behalf of the Office of Personnel. Authority to approve personnel actions through grade GS-12 was redelegated to Placement Officers who work in collaboration with Career Management Officers in supporting each of the Career Panels in the Clandestine Services Career Service. It is evident that this combination of Career Management and Placement

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activities will result in greater service to the Clandestine Services and will facilitate further implementation of the career programs.

c. Individual Career Planning

Probably the most significant new activity initiated during the second quarter was the start of individual planning efforts for members of the Clandestine Services Career Service. [REDACTED] dated 17 May 1955 specifies essential policies and procedures for the preparation and review of individual career plans.

d. Assignment of Overseas Returnees

Primary responsibility for the assignment of overseas returnees was placed in the Career Panels with jurisdiction over the individuals concerned. Considerable progress has been made toward resolving the in-casual problem, and positive steps have been taken to develop procedures for planning the next assignments for field personnel prior to the expiration of their overseas tours.

e. Personnel Requirements

Career Management Officers and representatives of Area Divisions and the Office of Personnel have begun to work to improve means of determining current and anticipated personnel requirements and distinguishing those to be met through reassignment efforts from those requiring external recruitment. In general, future recruitment will be directed primarily toward the employment of junior officers with potential for Clandestine activities rather than toward the recruitment of individuals to meet requirements of specific positions.

f. Rotation

[REDACTED] dated 14 March 1955, states that Clandestine Services policy recognizes the rotation of qualified CS Operations officers into instructional assignments in the Office of Training as valuable both to the individual and the organization.

2. The Clandestine Services Career Service Board

a. Meetings: 1st quarter - two; 2d quarter - one.

b. Promotion

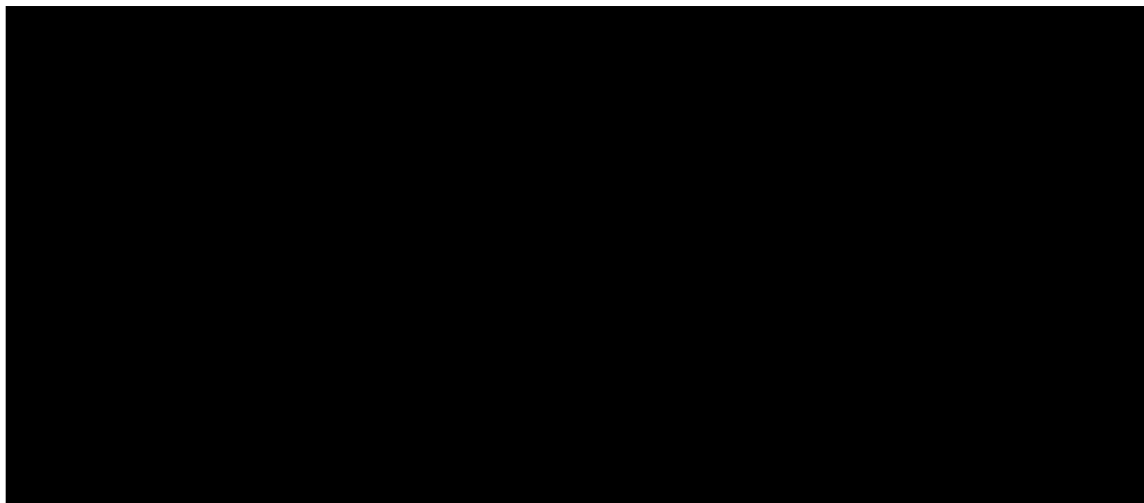
During the first quarter the Board directed particular

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attention to the consideration of promotions to grade GS-15. After the Board had considered several nominations for such promotion, the Chairman requested Staff and Area Division Chiefs to submit priority lists of their candidates. These lists were reviewed and prepared for consideration by the Board. During the second quarter the Board met once to give consideration, on a competitive basis, to candidates for promotion from grade GS-14 to grade GS-15. During the same meeting the Board also approved two promotions at the super-grade level.

3. The Clandestine Services Career Service Panel

a. Meetings: 1st quarter - five; 2d quarter - three.



25X1A

c. Inventory of Positions

Significant improvements in administrative and staff support to the Panel occurred through the establishment of an inventory of positions under the jurisdiction of the Panel. This inventory is being used to record the anticipated dates of return of overseas personnel in these positions as a basis for advance planning for the assignment of the returnees and the next incumbent of field positions. [2d quarter]

d. Personnel Actions

The Panel considered approximately [redacted] personnel actions and, in addition, acted upon 75 applications for membership in the CIA Career Staff. [2d quarter]

25X9

4. FI Career Service Panel

a. Meetings: 1st quarter - nine; 2d quarter - not reported.

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b. CIA Career Staff

(1) Completed the review of approximately [redacted] applications for membership in the Career Staff. [1st quarter - [redacted] 2d quarter - [redacted]

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25X1

(2) An ad hoc panel of senior "DI" officers from Area Divisions was established to assist the Panel by reviewing the applications of "DI" personnel, grade GS-12 and below. Also, a qualified administrative officer was detailed to the FI Career Management Office to assist in the work of reviewing the pertinent data.

c. Individual Career Planning

Each Division was requested to submit the names of senior FI officers to serve on working groups for the purpose of individual career planning. This program will be initiated as soon as the names of all nominees have been received.

d. Cases of FI officers completing overseas tours, for whom no Field Reassignment Questionnaire, Form No. 202, had been submitted, were brought to the attention of the Area Divisions concerned and remedial action was requested. [2d quarter]

5. PP Career Service Panel

a. Meetings: 1st quarter - seven; 2d quarter - not reported.

b. Promotion Policies

(1) The Panel adopted the policy of considering the promotions of young personnel in the light of their long-term careers and is taking care not to promote them too rapidly in relation to older personnel on duty.

(2) The Panel adopted the policy of considering all promotions and reassignments, grade GS-9 and above, instead of delegating this responsibility to the Panel Secretariat, as had been done in the past.

c. Position Inventory

Work has been started to organize and maintain a position inventory of all persons in the PP-PM Career Service

d. Assignment of Overseas Returnees

Of those individuals whose Field Reassignment Questionnaires,



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Form No. 202, have been received in the Office of the PP/CMO, most are now being notified through their respective Divisions of reassignment possibilities which have been considered for them prior to their return to headquarters.

e. Personnel Actions

(1) Approximately [redacted] personnel actions, including re-assignments, promotions, appointments, etc., were processed by the Panel during the reporting period.

(2) A total of [redacted] applications for CIA Career Staff have been processed during the reporting period.

6. TSS Career Service Panel

a. Meetings: 1st quarter - eight; 2d quarter - seven.

b. Personnel Requirements

Action was initiated to identify TSS positions on Area Division T/O's and to surface TSS requirements in projects to facilitate arrangements for career planning and the assignment of TSS personnel.

c. Service Designations

Arrangements were made to determine proper Service Designations for individuals assigned to clerical and administrative positions. Position designations and titles will also be changed as appropriate to reflect accurately the nature of the duties involved.

d. Rotation and Reassignment

In line with regular rotational planning, the CMO of TSS brought up to date the complete list of TSS designees serving overseas, reflecting specific data of completion of tour. Appropriate lists were sent to each TSS division with whom, in the future, reassignments and replacements will be arranged as far in advance of specific deadlines as possible.

e. Individual Career Planning

While no scheduled policy has been developed, activity has been undertaken toward individual career planning. The Panel has discussed and endorsed the career development plans of at least three individuals. In one of the cases special arrangements regarding pay and classification were coordinated with

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X1A the Office of Personnel to work out a long-range program of up to ten years to develop a highly technical trade specialty on behalf of the individual. A program involving as many as [redacted] man hours of on-the-job progression with appropriate re-classification was worked out by the person's supervisors.

f. Graphic Arts Wage Schedule

Plans are under way to establish a more challenging classification and pay structure for those TSS designees falling under the Graphic Arts Wage Schedule. If properly evolved, it will mean a drastic change from the present confusion in the GA pay structure, and will offer considerable incentive to TSS career employees in the trades and crafts to broaden their experience and, therefore, enhance their value for overseas operational support activities. [2d quarter]

7. Clerical Career Service Panel

a. Meetings: 1st quarter - three; 2d quarter - one.

b. Service Designations

X1A During the second quarter the Administration Career Service Board initiated action to change the Service Designation of a group of personnel in grade GS-7 and below from SD-SA to SD-DS. It is estimated that this will increase DS designees by about [redacted] persons and positions. An additional increase in the numbers of DS personnel is anticipated to result from a review that has been undertaken by the DI Career Management Office of its designees at the GS-7 level and below who are doing clerical/secretarial work and whose career development appears to lie within the DS rather than the DI area. [2d quarter]

c. Shortage of Clerical Personnel Overseas

A memorandum was prepared and approved for distribution to all DS designees. This memorandum points out the critical shortage of clerical personnel overseas and urges each individual to re-examine his own personal situation and career interests and indicate his current or future availability for field assignment. [2d quarter]

d. CIA Career Staff

X1A [redacted] Career Staff applications were reviewed and forwarded with appropriate recommendations. [2d quarter]

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## SECTION II

### THE INTELLIGENCE PRODUCTION CAREER SERVICE

#### A. ORGANIZATION

On 17 November 1954 there was established in the DDI organization the Intelligence Production Career Service Board. DD/I Notice No. 20-110-2 outlines the general responsibilities and functions of the IPCS Board and delegates certain of these functions to the Assistant Directors and Office Career Service Boards of ORR, OCI, OSI, and ONE. The Career Boards of the Intelligence Production Career Service (IPCS) are outlined below:

##### 1. The IPCS Board

- a. The IPCS Board is composed of the following or their designees:

Deputy Director for Intelligence - Chairman  
Assistant Director for National Estimates  
Assistant Director for Research and Reports  
Assistant Director for Current Intelligence  
Assistant Director for Scientific Intelligence  
Special Assistant to the DD/I (Admin) - Executive Secretary

- b. During the second quarter the IPCS Board appointed a Working Group which meets bi-weekly and reports to the Deputy Director (Intelligence) through the IPCS Board. The Working Group is made up of the Deputy Assistant Directors and/or Executive Officers of the IPCS offices and is chaired by the Executive Secretary, IPCS Board. This group will regularly include representatives of the OO and OCD Career Services in its meetings in order that it may recommend over-all DDI career service policies to the Deputy Director (Intelligence).

2. The ONE Career Service Board
3. The OCI Career Service Board
4. The OSI Career Service Board
5. The ORR Career Service Board

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B. ACTIVITIES

1. The Intelligence Production Career Service Board

a. Meetings: [Not reported]

b. Personnel Actions

(1) Review of all promotions involving positions of grades GS-14 and 15.

(2) Review of the reassignment actions in grades GS-14 and GS-15 involving movement between offices of the IP Career Service as well as to and from other components of the Agency.

(3) Review of recruitment requests and appointment actions involving grades GS-14 and GS-15.

(4) Review of applications for membership in the Career Staff as well as Examining Panel findings when there has been disagreement between the recommendations of the Board and the Panel finding.

(5) Review of requests for extended external training and applications for the Junior Career Development Program.

c. Rotation

A meeting was held with members of the Office of Training to develop a program of rotation between personnel of the DDI and the Office of Training. A start has been made toward the development of a definite rotation policy with the DDP area. With the approval of the Chief, FI, DD/P, this program will start with the Reports Officers of both areas. A program to accomplish planned rotation of individuals between ONE and OCI on a long-range basis is under preparation. [2d quarter]

2. The ONE Career Service Board

a. Meetings: 1st quarter - two; 2d quarter - one.

b. Fitness Reports

The Board approved a policy for O/NE that Fitness Reports will not be shown to the individuals being rated. [1st quarter]

c. Career Progression of senior General Group members of O/NE

The senior General Group includes men in grade GS-15, quite senior in time in grade, whose competence is general and

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inclusive rather than specialized. The Board recognizes the career development of this group as a problem, not immediate in nature, but of importance to the individual and the Agency, and has this subject under continuing survey.

d. IAC Detailed Service Officers

The Board discussed the value of IAC detailed service officers, now under reimbursable detail, to the mission of O/NE. No final decision has been reached that this Office will prefer to discontinue the use of IAC slots, but it has been the general consensus that the selection of a professional civilian where the office has more autonomy in approving qualifications is more remunerative in terms of the financial obligation. [1st quarter]

e. Rotation

(1) The Board has given careful attention to certain internal shifts of professional personnel with a view toward broadening the experience and responsibilities of a member of Specialist Group members. It is the view of the Office that a natural progression for many specialists is promotion to the General Group and to more senior progressional responsibility. To this end, internal rotation among the regional units is encouraged. Where the number involved is small, as in O/NE, individual attention can be and is given to the development of each of the professionals. On occasion, the individual has appeared before the Board to discuss his own views on his own career development. The Board has taken these views into account in recommending both internal and external rotation.

(2) The Board discussed the continuing need for rotation of qualified personnel to O/NE from other DD/I Offices. [2d quarter]

f. Clerical Personnel

Opportunities for promotion within the office involving clerical personnel have prevented any major problems in this regard. [1st quarter]

3. The OCI Career Service Board

a. Meetings: [Not reported]

b. Personnel Actions

The Board reviewed and made recommendations, as appropriate, on the following:

(1) All promotions to GS-12 and above.

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- (2) All Fitness Reports.
- (3) All applications for membership in the CIA Career Staff.
- (4) Applications for internal and external training.
- (5) Matters of internal and/or external reassignments and career planning for OCI individuals.

c. Language Requirements for Analysts

In March the Board established the policy that OCI analysts acquire a reading knowledge of the language on their area of responsibility and that language requirements were to be reviewed and language training planned accordingly.

d. Rotation and Reassignment

Plans were formulated to forward to the IPCS Board on a monthly basis, for consideration, plans submitted by OCI individuals for rotation or reassignment. Also included will be a listing of OCI vacancies for which assistance will be requested for filling these positions. [1st quarter]

e. Use of Testing Service

In June it was established as OCI policy that the testing service provided by Assessment and Evaluation Staff, Office of Training, could be utilized for:

- (1) acceptance in the Career Service
- (2) promotions
- (3) reassignments

f. Junior Career Development Program

One notice was issued covering details of the Junior Career Development Program and urging additional nominations for eligible and promising candidates. [2d quarter]

4. The OSI Career Service Board

a. Meetings: 1st quarter - ten; 2d quarter - six.

b. Promotion

The Board established procedures for conducting the review of all employees in the zone of consideration for promotion. These reviews are conducted for two purposes: first, to insure that promotion policies are fairly and equitably administered within the Office; and, second, to consider the career

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development pattern of each individual. In reviewing an individual career pattern, all available information on an individual is considered. Items of career significance are noted for action or future reference. A review of all eligible individuals in every grade was completed by 31 March 1955.

c. Vacancies

A procedure was established whereby announcements of vacancies are circulated to division and staff chiefs with a request for names of candidates to be considered by the Board, and, also the supervisors concerned. [1st quarter]

d. Rotation for Training

An important facet of the OSI Career Program is the arrangement with OO/C and OTR which permits the assignment of OSI analysts to field offices. A procedure was established for the selection of analysts for this training assignment with OO/C field offices.

e. Career Planning

(1) In furtherance of career planning and future assignments of OSI personnel of the Scientific Division, [redacted] basic material was reviewed by the Board and made a matter of record for future reference. This material includes the career views of the individuals concerned and the observations of the Chief, Scientific Division, where applicable. [2d quarter]

(2) The Board discussed procedures for the development of individual career plans. It is expected that a procedure will be implemented on a trial basis during the next quarter. [2d quarter]

f. CIA Career Staff

A procedure for the presentation of approved Career Staff applications was established, and the Assistant Director presented 61 Career Staff memberships to OSI personnel. [2d quarter]

g. Statistical Summary of OSI Board Operations:

	1st Quarter	2d Quarter
Promotion Requests. . . . .	[redacted]	[redacted]
Professional . . . . .	[redacted]	[redacted]
Clerical . . . . .	[redacted]	[redacted]
Adjustment of salaries of GS-3's to GS-4's . . . .	[redacted]	[redacted]

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## Statistical Summary of OSI Board Operations (Continued):

	1st Quarter	2d Quarter
External Training Requests . . . .		
Career Staff Applications . . . .		
Applications for Junior Career Development Program . . . . .		
Reassignment from Career Devel- opment Slots . . . . .		
Assignments to PCS . . . . .		
Special Request by AD/SI . . . .		
Special Reviews . . . . .		
Special Personnel Cases . . . .		
Extended Assignments . . . . .		
Requests from other Components . .		
Nominations for vacancies in other offices . . . . .		

25X1

5. ORR Career Service Board

a. Meetings: 1st quarter - five; 2d quarter - four.

## b. Personnel Management Policy

(1) The Board established a policy governing the consideration of personnel actions relating to placement, promotion, sub-standard performance, misassignment or reassignment, and dissatisfaction of employees of ORR which cannot be resolved by the unit, division, area, or through negotiation by the Administrative Staff with the units of ORR and other components of CIA. [1st quarter]

(2) The Board further refined the above-mentioned policy and recommended issuance of an Office notice describing this policy as soon as possible. [2d quarter]

## c. EOD Grades

The Board discussed the relation of entrance-on-duty grades to applicant qualifications for positions with ORR and agreed that the rule-of-thumb measurements utilized by the Office of Personnel were completely satisfactory, provided that the Office of Personnel would consider exceptions when circumstances warranted. [1st quarter]

## d. Career Planning

During the reporting period the Board discussed the

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implementation of career guidance, career counseling, and the preparation of career plans by members of ORR. No definitive policy has been established, but considerable progress was made which should result in an established policy during the 3d quarter, 1955.

e. Fitness Reports

The Board considered ORR policies concerning the review of Field Fitness Reports, and recommended that the Board, in the future, note the receipt of individual reports and refer them for information purposes to the area chief concerned.

f. Orientation Program

The Board considered the need for an ORR orientation program for new employees and recommended the establishment of a committee to develop procedures for the orientation of new employees in the functioning and responsibilities of this Office in order to speed the integration of these individuals into ORR and to create a better atmosphere of friendly cooperation between new and old employees, and thereby reduce the turnover of Agency employees. [2d quarter]

g. Reclassification

The Board drafted a policy governing the reclassification of employees from clerical to professional career fields. The policy is essentially a method of measurement and determination of an individual's qualifications for professional status where formal educational requirements are lacking. [2d quarter]

h. Promotion

(1) The Board reviewed the current policy for the consideration of the promotion of individuals engaged in full-time external training programs and recommended that the promotion of personnel in this category is command responsibility and should be referred by St/A to the area chief concerned. The Board agreed to consider only those cases referred to it by the area chiefs. However, the Board recommended that the Administrative Staff thoroughly document all cases that are considered under this policy. [2d quarter]

(2) The promotion of one Intelligence Officer, GS-11 to GS-12, who is currently engaged in [REDACTED] was referred to the area chief for appropriate action. [2d quarter]

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i. Statistical Summary of ORR Board Operations:

	1st Quarter	2d Quarter
Requests for non-CIA Training . . .		
Rotation Assignment . . . . .		
Performance Evaluation. . . . .		
Applications for Regensburg Training Program . . . . .		
Application for Junior Career Development Program . . . . .		
Applications for CIA Career Staff .		

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### SECTION III

#### THE OPERATIONS CAREER SERVICE

##### A. ORGANIZATION

The Career Service Board, Office of Operations, is composed of the following:

Assistant Director for Operations - Chairman  
Deputy Assistant Director for Operations  
Chief, Contact Division  
Chief, Foreign Documents Division  
[REDACTED]  
Chief, Soviet Staff

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A member of the Planning and Coordinating Staff of the Office of the Assistant Director for Operations serves as Secretary.

##### B. ACTIVITIES

1. Meetings: 1st quarter - six; 2d quarter - ten.

##### 2. Training

The Board approved arrangements between the Contact Division and the Office of Training for the establishment of a three-week refresher course for "contact specialists", to be held three times a year. Each course will be attended by approximately [REDACTED] and 5 to 10 employees from Division headquarters. [ 1st quarter ] The second Contact Division Refresher Course was held in Washington 6-17 June. The Course was attended by 18 Contact Specialists from [REDACTED] and 4 Branch representatives from headquarters. [ 2d quarter ]

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given to eligible personnel who have not previously served overseas, although the requirements of the position, the availability of an appropriate grade, the circumstances surrounding the locale of the position, or the over-all Service staffing plan may require the selection of an individual who has already served or is already serving at an Overseas Bureau."

4. Promotion

On the question, posed by the Director of Training, concerning the promotion of individuals engaged in long-term training programs, the Board felt that the promotion policies stated in Agency Regulation [REDACTED] should be applicable.

5. The Junior Career Development Program

The Board felt that it was in a difficult position with regard to spontaneous applications from average (as opposed to outstanding) personnel, and decided that these should be forwarded to the Director of Training without Board recommendations. One member of the Board felt strongly that the method of applying for participation in the JCD Program should be revised, that spontaneous applications should be eliminated, and that a few candidates should be chosen (as a recognized honor) by Division Chiefs for Career Service Board consideration, further selection and for Office-level nomination for the Program.

6. Pay Adjustments

Discussion of two issuances involving pay adjustments for certain categories of personnel indicated that the first, Agency Notice [REDACTED] applied to certain OO engineering and technical positions but resulted in no changes in the salaries of the incumbents. The second issuance, an internal Personnel Office memorandum (No. 20-410-14) on in-hiring rates for clerical personnel was believed to involve morale hazards for personnel already on duty in the clerical grades, and the Board decided that this aspect of this paper should be studied within the Divisions.

7. Service Designations

With reference to the possibility of the assimilation of administrative and technical personnel into "functional" career services outside the Office of Operations, the Board felt:

- a. That the present Office policy of allowing such employees to choose their own Service Designations should be adhered to; and
- b. that the majority of OO employees would wish to "make their

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careers" within the Office. Statistics reflecting the length of employee service within the Office of Operations were submitted. [1st quarter]

8. CIA Career Staff

a. With regard to a question, posed by the Head of the Career Service, as to whether an applicant for membership in the Career Staff should be accorded a personal hearing to appeal his or her placement in Categories B or C, the Board felt that some mechanism for appealing the decision of the Selection Panels should be established. [1st quarter]

b. The Board decided that it would not need to be advised of the return of signed Notices of Acceptance in the Career Staff, as these Notices were made a matter of the record before being sent to the employee. [2d quarter]

c. The Board decided that a procedure would be established for presentation of Notices of Acceptance in the Career Staff, whereby the Division Chiefs would personally present the Notices in cumulative groups of ten. [2d quarter]

9. Area Familiarization Program

The Board approved two requests for overseas tours under the area familiarization program, and noted the satisfactory results of a third area orientation tour, sponsored by the Office of Training, which was completed during the first quarter.

10. Junior Officer Trainee Programs

The Board decided that the Divisions would submit to the Secretary of the Board Junior Officer Trainee programs for their Divisions which could be used by OTR for planning in the assignment of trainees to OO.

11. Rotation

The assignment of seven OSI personnel to OO/C field offices for a three month's tour was approved in principal by the Board. [2d quarter]

12. Statistical Summary of Board Operations\*

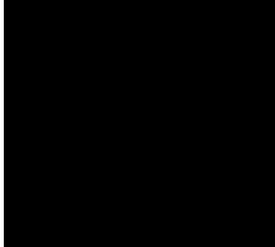
	1st Quarter	2d Quarter
Applications for CIA Career Staff. . .		
Request for LWOP . . . . .		

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Statistical Summary of Board Operations (Continued):

	1st Quarter	2d Quarter
Rotation Requests. . . . .		
Requests for Area Familiarization Tours. . . . .		
Application for Junior Career Devel- opment Program . . . . .		
Requests for Army Enlisted Reserve Program. . . . .		
Nominations for Service Colleges . . .		

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\* This statistical summary was compiled from items of information included in the quarterly reports, and does not necessarily reflect all the activities of the Operations Board.

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#### SECTION IV

### THE COLLECTION AND DISSEMINATION CAREER SERVICE

#### A. ORGANIZATION

The Career Service Board, Office of Collection and Dissemination is composed of the following:

Assistant Director - Chairman Ex-Officio  
Deputy Assistant Director - Chairman  
Executive  
Administrative Officer  
Chief, Graphics Register  
Chief, Liaison Division  
Chief, Machine Division  
Chief, Special Register  
Chief, Industrial Register  
CIA Librarian  
Chief, Operations Staff  
Chief, Biographic Register  
Chief, CIA Classification Control Staff

#### B. ACTIVITIES

1. Meetings: 1st quarter - five; 2d quarter - three.

##### 2. Release Policy

In cases involving transfers of personnel from OCD to other CIA Offices, OCD raised from 30 days to 60 days the period which it may retain an employee. [1st quarter]

##### 3. Promotion

The Board reaffirmed an earlier policy decision to promote an individual placed in a vacant higher slot when time-in-grade is completed, providing performance in the higher graded position has been satisfactory. [1st quarter]

##### 4. Overtime

It was decided that overtime would not be paid to any GS-10 or above, except in specific emergencies. [1st quarter]

##### 5. Recruitment

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The need for continued strong recruitment and double-encumbering of slots in order to offset the average attrition rate and bring OCD up to full T/O strength was stated. [1st quarter]

6. Training

In an effort to meet any problems which might arise during formal training programs within CIA or at external facilities, supervisors were reminded of their continuing responsibility for their personnel during their training period. [1st quarter]

7. Board Attendance

It was decided that two branch chiefs will be invited to attend each regular Board meeting. It is expected that this will give to OCD personnel a better appreciation of the working and activities of the Career Service Board. [1st quarter] Six branch chiefs attended Board meetings during the second quarter.

8. Reclassification

Further emphasis was placed on a thorough review of an individual's qualifications before consideration for promotion from clerical to professional status. [2d quarter]

9. Records of Performance

It was agreed that a practice should be made of maintaining accurate records on individuals whose performance is not satisfactory, in case problems should arise in the future. [2d quarter]

10. Reassignment

In cases where the reassignment of an individual who has had extensive external training in OCD is contemplated, the Board deemed it highly desirable to call the requesting office's attention to this fact and to the need, in the interests of CIA, for taking advantage of such training in the new assignment. [2d quarter]

11. Summary of Board Operations\*:

	1st Quarter	2d Quarter
Vacancies . . . . .		
Requests for Release. . . . .		

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Summary of Board Operations (Continued):

	<u>1st</u> <u>Quarter</u>	<u>2d</u> <u>Quarter</u>
Application for Junior Career Development Program . . . . .		
Requests for Training . . . . .		
Promotions from Clerical to Professional Status. . . . .		
Requests for Rotation . . . . .		

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\* The statistical summary was compiled from items of information included in the quarterly report.

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SECTION V

THE SUPPORT CAREER SERVICE

A. ORGANIZATION

The Administration Career Board at the end of the second quarter continues to have a dual responsibility. It serves as a senior Career Board to advise the Deputy Director (Support) on all aspects of career service which concern the Deputy Director Support components and the several Career Services which are centered in the Deputy Director Support organization. It also serves as an operating Career Board which is concerned with the utilization and development of the group of Agency employees identified with the Service Designation of SD-SA. In serving both these functions, it is the group which advises the Deputy Director (Support) in his dual role as Head of the Administration Career Service and as Head of the Deputy Director Support organization with its several separate Career Services.

With the creation of the Deputy Director Support organization in February, studies were begun to determine the possible need to reorganize the Career Board structure of the Deputy Director Support organization. During the second quarter proposals to establish a Support Career Board as a senior advisory group and to reconstitute the Administration Career Board were approved by the Administration Career Board and the Deputy Director (Support). This reorganization was not effected at the time of this report. The proposed organizational structure of the Support Career Board and the Administration Career Board and the present composition of the other Career Boards in the Support Career Service are outlined below.

1. Support Career Board

- a. The Assistant Deputy Director (Support) will serve as Chairman of the Support Career Board and the Heads of the Career Services centered in the Deputy Director Support organization will be members.
- b. The Support Career Board will advise the Deputy Director (Support) with respect to all career service matters in the Support family. It does not represent the administrative Career Services as such in the sense that there are no individuals under the jurisdiction of the Board and there is no special Service Designation identified with the Support Career Board.

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2. Administration Career Board

- a. The Administration Career Board will be composed of the Deputies of the Heads of those Career Services most actively concerned with the utilization and career development of SD-SA employees.
- b. The Administration Career Board will no longer serve as the senior Career Board but will be on the level with other administrative Career Service Boards in the Deputy Director Support organization.

3. Office of the Comptroller Career Service Board

The Office of the Comptroller Career Service Board is composed of:

Comptroller, Chairman Ex-Officio  
Deputy Comptroller, Member and Alternate Chairman  
Chief, Technical Accounting Staff, Member  
Chief, Program Analysis Staff, Member  
Chief, Budget Division, Member  
Chief, Fiscal Division, Member  
Chief, Finance Division, Member  
Chief, Machine Records Division, Member  
Special Assistant to the Comptroller (Support), Member  
Administrative Officer, Secretary

4. Office of Communications Career Service Board

- a. The Office of Communications Career Service Board is composed of a chairman, two members, and a secretariat. Membership on the Board is rotated among senior Office of Communications officers, and are so rotated that two members are scheduled for each meeting.
- b. The Board meets two afternoons each week to review all promotion, rotation, reassignment, and Career Staff actions for Office of Communication personnel.

5. Logistics Career Service Board

The Logistics Career Service Board is composed of:

Director of Logistics, Chairman Ex-Officio  
Deputy Director of Logistics, Chairman  
Assistant Director, Permanent Member  
Special Support Assistant, Permanent Member

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Four Division or Staff Chiefs serve as rotating members; appointments are for six months and rotating members serve on a staggered basis.

Career Management Officer, Secretary

The Chief of the Administrative Staff, the Chief of Personnel and Training, and the Training Officer serve as technical advisors when needed.

6. Medical Staff Career Service Board

a. The Medical Staff Career Service Board is composed of:

Chief, Medical Staff, Chairman  
Deputy Chief, Medical Staff, Voting Member  
Chief, Psychiatric Division, Voting Member  
Chief, Technical Services Division, Voting Member  
Chief, Administrative Support Division,  
Executive Secretary  
Secretary to Chief, Medical Staff, Recording  
Secretary

Additional appointments will be made by the Chief, Medical Staff, as necessary.

- b. A three-man Medical Technicians Panel, drawn from the largest single group of SM designees, the technicians, functions in an advisory capacity to the Board.
- c. A one-person Panel functions in an analogous manner for nurses.
- d. The Office of Personnel Placement Officer who handles Medical Staff placement sits with the Board in a technical advisory capacity.

7. Personnel Career Board

a. The Personnel Career Board (PCB) is composed of:

Director of Personnel, Permanent Member Ex-Officio  
Deputy Director of Personnel, Chairman  
Special Support Assistant, Voting Member  
Deputy Director of Personnel for Planning and  
Development, Voting Member  
Chief, Contract Personnel Division, Voting Member

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Chief, Insurance and Casualty Division, Voting Member  
Chief, Personnel Assignment Division, Voting Member  
Chief, Personnel Procurement Division, Voting Member  
Chief, Position Evaluation Division, Voting Member  
Chief, Records and Services Division, Voting Member  
Executive Secretary, Non-Voting Member  
Chairman of Planning Panel, Non-Voting Member

b. The Executive Committee of the PCB is a rotating committee of three members of the Board and appointed by the Chairman of the Board. Appointments are for six months and rotating members serve on a staggered basis, with one member retiring every two months.

c. The Planning Panel is composed of:

Deputy Chief for Support, Personnel Assignment  
Division, Chairman  
Deputy Chief for Clandestine Services, Personnel  
Assignment Division, Member  
Deputy Chief, Position Evaluation Division, Member  
Career Management Officer for Personnel, Member  
Executive Secretary of PCB, Secretary

8. Office of Security Career Service Board

The Office of Security Career Service Board is composed of the Chairman, four members, and a Secretary.

9. Office of Training Career Service Board

a. The Office of Training Career Service Board is composed of:

Director of Training, Chairman  
Deputy Director of Training, Member  
The seven School and Staff Chiefs of the Office  
of Training are members of the Board  
and the Chief of the Personnel Section  
attends all meetings of the Board.  
Assistant Personnel Officer, Secretary

b. Promotion Panels of the Office of Training:

Clerical Promotion Panel  
Professional Promotion Panel

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B. ACTIVITIES

1. Administration Career Board

The quarterly reports submitted by the Deputy Director (Support) cover career service policy matters acted upon by the Administration Career Board which pertain to all the Career Services in the Deputy Director Support organization as well as the activities concerning SD-SA employees under the jurisdiction of the Administration Career Board.

a. Service Designations

(1) During the first quarter the Deputy Director (Support), with the recommendation of the Administration Career Board, approved the use of the letter "S" as a prefix to the Service Designation of Career Services centered in the Deputy Director Support organization. [Incorporated in revision of [REDACTED] in the second quarter.]

(2) The Deputy Director (Support) informed the Administration Career Board that he favored continued study of the possibility of expanding the present system of Service Designations to permit these Designations to reflect supplementary considerations in other Career Services.

(3) Considerable attention was devoted during the first quarter to examining the personnel folders of employees assigned to overseas positions in order to verify that their Service Designations were correct, and reflected the area in which their career had developed and should develop.

(4) During the first quarter there was constant activity in performing the function of assigning most appropriate Service Designations to headquarters employees in the DDS organization. There was also a good deal of activity in adjusting Service Designations to positions within the Clandestine Services.

(5) At the end of the second quarterly reporting period the transfer of a group of approximately [REDACTED] personnel and their positions in grade GS-7 and below from SD-SA to SD-DS was being finalized. Under study were other groups whose Service Designations should also probably be changed to produce more effective planning and reassignment. [2d quarter]

b. Review of Personnel Actions

(1) All proposed personnel actions which concern SD-SA

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personnel or positions are reviewed by the Administration Career Board or by its Secretariat (actions involving grade GS-13 and below).

(2) During the first quarter the volume of activity in reviewing proposed personnel actions was normal except that, for reasons not well understood, there were more than an average number of changes involving personnel in grade GS-9 and below.

c. Assignment and Reassignment of Personnel

(1) Procedures

The Administration Career Board recommends the assignment and reassignment of SD-SA personnel in the DDS and DDP organizations. The Board's Secretariat maintains records of all existing and forthcoming assignment opportunities and vacancies. The Secretariat reports to the Board the vacancies and submits rosters of suitable candidates. In assembling these rosters the Secretariat considers qualifications of the individuals, Individual Career Development Plans (if they exist) and the comments or concurrences of the gaining and losing components as well as the individual concerned.

(2) "Cross Fertilization" Reassignment Policy

During the second quarter the Administration Career Board increasingly emphasized the importance of "cross fertilization" in the reassignment of personnel. It constantly demonstrates in recommending reassignments that an employee within a given component and with a given Service Designation need by no means be limited to either in the proper development of his career.

(3) Overseas Personnel

The Deputy Director (Support) has given a high priority to efforts to develop a most efficient system for moving administrative personnel to overseas posts and to planning their next assignments well in advance of their return.

(a) Reassignment of Overseas Returnees

The return dates of all SD-SA personnel overseas have been determined and are verified repeatedly. Approximately eight months before the return of an SD-SA employee the Secretariat begins actively planning for his next assignment. At the end of the first quarter

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reassignments were determined for all SD-SA employees overseas above grade GS-9 who were scheduled to return within the next seven months, with only one exception. The "In-Casual" rate continues to be very low; at the end of the second quarter there was only one individual who has been in that status for more than 30 days.

**(b) Rotation Plans**

During the first quarter the following plans were affirmed or reaffirmed in order that greater numbers of administrative personnel may acquire overseas experience:

- (1) Personnel selected for overseas assignments will ordinarily be those without prior overseas experience with the Agency.
- (2) Administrative personnel, both general (SD-SA) and specialized (e.g., SD-SL, SD-SF), will normally be returned to headquarters upon completing a single overseas tour. This policy refers to complete tours of duty rather than extensions of tours.
- (3) Problems

The Board is experiencing difficulty in planning next assignments of overseas employees in grade GS-9 and below. There are more than three times as many positions in this grade range in the field than there are in headquarters. Only a very small percentage of present incumbents of headquarters positions are willing to serve overseas and of those who are willing a number establish numerous conditions. The Board must take action to assure that headquarters positions in grade ranges of GS-9 and below are occupied by employees willing to serve overseas. This can only be accomplished by moving the present reluctant incumbents to positions elsewhere in the Agency in which they are not part of the overseas stream.

**d. Promotion Policies**

During the first quarter the Board submitted recommendations regarding Agency promotion principles to the Deputy Director (Support) for submission to the CIA Career Council. These recommendations, in brief, are as follows:



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- (1) Promotion should be based on consideration of demonstrated abilities of individuals in relation to Agency needs.
- (2) The length of time an employee has served in his current grade may normally be considered as the length of time which his ability to perform at that grade level or a higher grade level, has been observed.
- (3) An employee is considered "eligible" for promotion when he has served in his current grade for a specified time. He may be promoted, however, only when he has demonstrated his ability to perform work of a higher grade.
- (4) The ability of an employee should be recognized by his supervisor and his Career Board regardless of his "time in grade." An employee should always be "being considered for promotion."
- (5) The ability of each Agency employee to perform work at a higher grade should be formally evaluated and reviewed at least once each year, regardless of whether or not he is eligible in terms of other requirements.

The Board also made recommendations concerning the responsibilities of supervisors and Career Boards in regard to implementing the above-stated policies.

e. Promotion to Super-grade Status

At the conclusion of the first quarter a study at the request of the Deputy Director (Support) was being prepared as to optimum procedures for identifying and ranking those personnel who are under the jurisdiction of the Board and who should be considered for advancement to super-grade status.

f. Individual Career Development Plans

- (1) Prior to the first quarter reporting period the Administration Career Board and the Deputy Director (Support) had approved a procedure for developing Individual Career Development Plans for SD-SA personnel, and the personnel of the other Career Services centered in the former Deputy Director (Administration) organization. These procedures are outlined in the report submitted by the Deputy Director (Support) for the first quarter.
- (2) During the first quarter two completed Individual Career Development Plans were approved by the Board

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and fifteen additional Plans were being prepared for submission to the Board.

g. Senior Career Development Programs (SCD)

The Administration Career Board and the Deputy Director (Support) approved a special plan whereby an Administrative Officer of the Deputy Director (Plans) organization would be assigned to a Senior Development position and would receive training for approximately two years as an FI Operations Officer. The Board also checked periodically the program of two other administrative employees receiving training in the SCD Program under the sponsorship of the Board. [1st quarter]

h. Junior Career Development Program (JCD)

The Administration Career Board conducted an intensive investigation of the basic concepts and procedures of the JCD Program, particularly the standards and criteria for selecting junior personnel for development to meet the needs of the Administrative Career Services. It was concluded that it is not desirable to change the final selection criteria. It was also concluded that the development of junior personnel can be readily accomplished for planned rotation and training programs for individuals who do not necessarily meet the specific standards for the JCD Program.

i. Training

- (1) The Administration Career Board recommended to the Deputy Director (Support) that an Administrative Officer Training Course be established to train specialized personnel (e.g., Finance, Security Officers) to perform the duties of a Junior Administrative Officer. The Deputy Director (Support) indicated that he was taking action to obtain more information regarding the needs and requirements for such a course. [1st quarter] Extensive research was completed during the second quarter for a training program for the first Junior Officer Trainee in the field of Administration. This program may serve as a guide for subsequent trainees who wish to become general Administration Officers.
- (2) The Director of Training presented to the Administration Career Board the needs of OTR for experienced administrative personnel to serve as instructors. The Board agreed on the desirability of rotating Administrative personnel to OTR for specified tours of duty as instructors.

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(3) The Deputy Director (Support) transmitted to the Director of Training the requirements for personnel to develop and instruct administrative training courses for the next 12 months. Action has been taken to meet these requirements. [1st quarter]

(4) The Board discussed procedures whereby personnel are selected for the more significant senior external training opportunities (e.g. the Harvard Advanced Management Program and the Senior Service Schools). The possibility of Agency-wide screening was discussed. It was agreed that the supervisory echelon and particularly the Heads of Career Services should accept the primary responsibility for making nominations for key development and training programs. [1st quarter]

j. CIA Career Staff

(1) The Administration Career Board continued to review applications for membership in the Career Staff. This review involves the verification that applications are endorsed by the individual's supervisor or heads of components, and a careful examination of the individual's official Personnel Folder.

(2) The backlog of applications has been reduced substantially. At the end of the second quarter there were only fourteen applications reviewed which have not been acted upon by the Board.

k. Review of SD-SA Positions

Prior to the first quarter the Administration Career Board and the Deputy Director (Support) had requested that the Director of Personnel accomplish a major survey of all administrative-type positions, both domestic and foreign. The compilation of this information is an essential part of the planning for the career development of individuals. During the first quarter the study was launched by means of representative desk audits and a widespread dissemination of qualification questionnaires. The progress of the survey is being followed by the Secretariat of the Administration Career Board.

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2. Office of the Comptroller Career Service Board

a. Meetings [Not reported]

b. CIA Career Staff

The Chairman of the Board recommended to the CIA Selection Board that it consider including in the criteria governing determination of suitability for selection into the CIA Career Staff a requirement that each applicant's record with respect to the discharge of responsibility has been satisfactorily discharged. The determination in this matter should include review of the official financial records maintained by the Office of the Comptroller. This proposal was accepted by the Selection Board and all cases are now reviewed by the Office of the Comptroller for determination of those cases that should be called to the attention of the Selection Board because the records reflect delinquency.

c. Training

The Board reported that a total of 177 SD-SF employees completed training courses during the first six months of 1955.

Internal Training - 51; External Training - 23 (1st quarter)  
Internal Training - 89; External Training - 14 (2d quarter)

d. Financial Management Handbook

Two employees were given the assignment of working with the Office of Training and representatives of the Office of the Deputy Director (Plans) in the preparation and issuance of a Financial Management Handbook.

e. Statistical Summary of Board Operations\*

	1st Quarter	2d Quarter
CIA Career Staff Applications . . .		
Special Fitness Reports . . . . .		
Waiver Tests for Employees Scheduled for BOC Training. . . . .		
Assignment to the Field . . . . .		
Reassignment of Overseas Returnees. . . . .		

\* This statistical report was compiled from items of information included in the quarterly reports and does not reflect all the activities of the Board.

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3. Office of Communications Career Service Board

a. Meetings [Not reported]

b. Fitness Reports

The Fitness Report was discussed in detail, with particular regard for the wide variance of standards presently applied by the evaluating officers. It was determined that a notice would be distributed throughout the Office of Communications pointing out the deficiencies noted in the Fitness Reports received to date. Another such notice will be published if additional deficiencies are noted in the future. [1st quarter]

c. Career Program for Military Personnel

The Board discussed the possibility of formulating a career program for those military personnel presently on duty with the Office of Communications who have been approached with regard to "civilianizing" upon completion of their military tours. It is believed that such a program would ensure career consideration along with civilian contemporaries. The Administrative Staff has been requested to submit a proposed program to the Board for consideration.

d. Rotation

(1) The procedure has been established and implemented whereby copies of Board actions pertaining to rotation will be forwarded to the field. This procedure will eliminate the many separate papers (evaluations, biographical information, etc.) now being sent. One copy of the Board action will be sent to the individual's present location which will inform him of his next assignment, and one copy will be sent to the area to which the individual will be rotated, which will notify the Chief of the Area of an individual in process for his Area.

(2) To strengthen the Office of Communications' one-man stations, the policy has been adopted that only second-tour individuals will be rotated to fill these positions.

e. Service Designations

The advantages and disadvantages of having the career designation of personnel occupying administrative positions converted from "CO" to "A" were discussed. It was determined that the problem will be presented to the DD/S senior Board as soon as possible. [1st quarter]

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f. CIA Career Staff

[REDACTED]

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that the Board will not recommend personnel for membership in the Career Staff unless they are agreeable to accepting overseas assignments within conditions specified in the Application for Membership in the Career Staff. [2d quarter]

g. Transfers of Personnel

(1) Transfers of Office of Communications personnel to other CIA offices have been suspended until the present critical shortage of personnel is alleviated. Requests for shopping are still being processed with the stipulation that the individual cannot be released at this time. [1st quarter]

(2) For the reslotting or transferring of personnel where no promotion or change in post is involved, the following policies were adopted:

- (a) The division or staff concerned may approve intra-divisional or intra-area transfers up to GS-13.
- (b) A Career Service Board action is required for inter-divisional or intra-area transfers up to GS-13.
- (c) Ad Hoc Committee approval is required for transfers of personnel GS-13 and above.

h. Career Development Programs

[REDACTED] Office of Personnel, was invited to the Board to discuss various career development programs presently operating in the Agency. Eligibility criteria and other aspects of Junior Officer Training, Junior Career Development, and Career Development programs were explained. [1st quarter]

i. Statistical Summary of Board Operations

	1st Quarter	2d Quarter
Rotation. . . . .	[REDACTED]	[REDACTED]
Promotion . . . . .	[REDACTED]	[REDACTED]
Extra-Scheduled Promotion Requests.	[REDACTED]	[REDACTED]

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	1st Quarter	2d Quarter
Employment Prospects Reviewed . . .		
Tours Extended. . . . .		
Requests for Release. . . . .		
Requests - Marriage to Foreign Nationals . . . . .		
CIA Career Staff Applications . . .		
Requests for Equivalent Military Training Program . . . . .		
Non-Agency Training Requests. . . .		
Ad Hoc Committee Actions Reviewed .		
Cases Tabled. . . . .		
Total Number of Cases . . . . .		

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4. Logistics Career Board

a. Meetings: 1st quarter - three; 2d quarter - three.

b. Assignment Policies and Procedures

(1) Members of the Logistics Career Service are now being selected by the Office of Logistics for specific field and headquarters assignments. The old panel system that allowed Area Divisions to make a selection from among several employees has been abolished. [1st quarter]

(2) A "rotation and reassignment plan" was developed by the Career Management Officer, Logistics, and adopted by the Board. [1st quarter] This plan has aided in reducing the number of Logistics in-casuals by compelling the area divisions to consider IO designees completing field tours, and to provide appropriate positions for them.

(3) To further implement rotation, reassignment, and career planning, a visual index control system has been established for all IO designated positions in the Deputy Director (Plans) organization. Logistics positions within the Deputy Director (Support) organization and elsewhere in the Agency are currently being identified. OF-4B cards (Personnel data cards) have been established on all SD-SL employees. A flagging system has been established in conjunction with the previously mentioned index system that enables the Office to flag positions where the incumbents are due to rotate within the ensuing eight months. The DDP Area Divisions are queried by the CMO, Logistics, regarding these cases as the necessary Field Reassignment Questionnaire, Form No. 202 or vacancy reports have not always been received. As of 30 June this procedure enabled the Logistics Office to staff the field positions in the DDP Areas through September, 1955.

(4) The Position Inventory Record reflecting essential information concerning all IO designated positions (field and departmental) has been established. This record plus the Roster of Staff Employees with an assigned SD-SL, which is supplied monthly by the Office of Personnel, ensures that all SL designees will be periodically considered by the Board for reassignment, rotation, or promotion in a systematic manner. Establishment and use of this record has considerably improved



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the quality of career management being afforded SL designees. One problem in the maintenance of this record involves a lack of current information concerning LO designated positions and employees outside the Office of Logistics in both field and departmental components. To resolve this problem, request has been made of the Office of Personnel that the Office of Logistics be placed on distribution lists to receive T/O change authorizations, SF-50's and approved SF-52's concerning LO positions and employees located outside the Office of Logistics.

## c. Reassignment of Overseas Returnees

In compliance with [REDACTED] Logistics employees serving overseas are being advised regarding their next assignments prior to the completion of their field tour.

## d. Extensions of Tours of Field Duty

During the first quarter the Board established the policy that extensions of two-year tours of duty for Logistics employees serving overseas are not being granted except in unusual circumstances.

## e. Service Designations

Effort is being made to correct improper Service Designations assigned employees within the Office of Logistics.

## f. Statistical Summary of Board Operations

	1st Quarter	2d Quarter
CIA Career Staff Applications . .	[REDACTED]	[REDACTED]
Assignments to Area Divisions for Specific Field Assignments .	[REDACTED]	[REDACTED]
Notifications of Reassignments for Overseas Returnees . . .	[REDACTED]	[REDACTED]
Reassignment Actions. . . . .	[REDACTED]	[REDACTED]

[ Not reported ]

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5. Medical Staff Career Service Board

a. Meetings: 1st quarter - eleven; 2d quarter - eight.

b. Recruitment

Policies and procedures for the recruitment of physicians and psychiatrists, respectively, were reviewed during the first quarter. This has developed into an extremely helpful operation, furnishing the necessary link between procurement and career development.

c. Policy for Review of Personnel

(1) A periodic review of all medical personnel to ensure proper grade and assignment was initiated during the first quarter. The annual Fitness Report is the occasion for this review. Documents reviewed are Fitness Reports, Career Service questionnaires, date of Grade List, and list of current and future vacancies.

(2) Special Fitness Reports are reviewed by the Board.

(3) Career development planning is implicit in the annual review of each individual. Longer-range career planning for all personnel, i.e., for as much as five years is viewed at this time with some misgiving.

d. Problems - Shortage of Personnel and Grades for Non-Physician Personnel

(1) Shortage of personnel is perhaps the greatest single problem of the Medical Staff Career Program; thus many opportunities of a training or career development nature have been necessarily forfeited. Action has been initiated with the Office of Personnel regarding this problem. [2d quarter]

(2) A second problem is that of the paucity of grades for non-physician personnel above the grade GS-9 level. This has resulted in a distorted distribution of grades and less opportunity for the promotion and development of capable and deserving personnel. Actions have been initiated with the Management Staff that should improve this situation. [2d quarter]

e. Fitness Reports

The Board recommended that action be taken to correct the

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demonstrable inadequacy of the current Agency Fitness Report.  
[1st quarter]

f. Copies of Personnel Actions

The Board recommended that the parent career component be furnished an information copy of all Office of Personnel decisions affecting personnel assigned outside their parent office.  
[1st quarter]

g. Training

(1) The semi-annual review of policies and procedures concerning the training program for medical personnel was conducted during the second quarter. This review revealed that although 21% of the Medical Staff received some form of Agency-sponsored training during the calendar year 1954, the number of personnel in training each month was well below the percentage recommended by the Office of Training. It was the feeling of the Board that the current action being taken to augment the Medical Staff Table of Organization with the current effort will soon enable the Medical Staff to place more personnel in Agency training.

(2) The Board requested that the Office of Training be contacted concerning the problem presented by the short-term physicians used by the Agency. Shorter or part-time courses are recommended in such cases. [2d quarter]

h. Reassignment of Career Planning for Overseas Returnees

A procedure has been developed whereby the receipt and review of a Field Reassignment Questionnaire, Form No. 202, by the Board is followed by a letter to the individual concerned from the Chairman of the Board. The letter acknowledges receipt of the Questionnaire, assures the individual that his preferences for assignment will be duly considered, and informs him, if appropriate, of what career planning is being done on his behalf. This letter should arrive approximately six months prior to the individual's return to headquarters. Several such letters have already been dispatched, and indications are that they have produced a salutary effect.

i. Assistance to the Board

The Board has received singularly effective assistance from the Technicians' Panel and the Placement Officer from the

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Office of Personnel. The attendance of the Placement Officer at Board meetings has been remarkably satisfactory; technical matters that previously might be deferred for consultation with Personnel officials are now settled at once.

j. Statistical Summary of Board Operations

	1st Quarter	2d Quarter
Assignment Actions. . . . .		
Promotion Actions . . . . .		
Training Requests . . . . .		
Career Staff Applications . . . . .		
Field Reassignment Questionnaires reviewed . . . . .		
Fitness Reports reviewed. . . . .		
Training Evaluation Reports reviewed . . . . .		
Requests for extension of overseas tours. . . . .		
Requests for attendance at professional conferences . . .		

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6. Personnel Career Board

- a. Meetings: 1st quarter - one; 2d quarter - one.
- b. Reorganization

During the second quarter the Personnel Career Board (PCB) was reorganized. The new charter, set forth in CPM 20-110-6, established the Executive Committee of the PCB and the Planning Panel. The Executive Committee of the PCB acts for the Board when it is impracticable to call a full meeting of the Board. The Planning Panel is a subordinate Panel of the Board to assist the Head of the Personnel Career Service in implementing the personnel career program for SD-SP employees.

c. Personnel Lecture Series

(1) A series of 37 lectures was conducted to broaden the professional personnel knowledge of members of the Personnel Career Service. All members of the Office of Personnel and other SD-SP individuals were eligible to participate. Presentations were scheduled from 4:00 to 6:00 p.m., Tuesday-Wednesday-Friday each week. The enrollment was greater than expected but attendance soon dwindled to approximately 35 per class. A survey revealed that pressure of work, lack of transportation, and other commitments and annual leave were major reasons for absences.

(2) Plans are in progress for the continuation of the Personnel Lecture Series this fall.

d. Instruction in Classification and Wage Administration

The Classification and Wage Division of the Office of Personnel plans to sponsor a course of instruction in classification and wage administration for SD-SP individuals at the junior level, probably grade GS-5 through grade GS-11. It is planned that this course will be started in October with 20 half-day sessions, and will include practical problems relating to job audits and surveys.

e. Trainee Program

(1) An Office of Personnel intern-type training program for specially selected individuals was conducted during the reporting period. As of 31 March 1955, ten trainees were assigned to the program at GS-5 and GS-7 grade levels. The purpose of this program is to provide

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the Trainees with thorough familiarization training in all of the major functions of the Office of Personnel. Upon the completion of this training, the Trainees should be qualified for a variety of assignments in the field of civilian personnel administration.

- (2) The most significant measure of success of the program is the number of requests that have come from Division and Staff Chiefs of the Office of Personnel for the assignment of these individuals to their respective areas.

f. Orientation Tours

One to ten-day briefings set the standard pattern of orientation requests fulfilled by the Office of Personnel. Thirty-three persons in 1955 have received these orientation briefings. Since each briefing had to be geared to the individual's needs, many man-hours were involved in the planning and the briefing, but the program is considered worthwhile.


g. Personnel Newsletter

The Office of Personnel Training Officer developed a monthly personnel information publication for distribution to all SD-SP individuals. Three issues of the Newsletter have been published. The July issue, which was distributed to all administrative offices in the Agency as well as SD-SP employees, had as its central theme the reorganization of the Office of Personnel.

h. Individual Career Development

The Board is studying a proposal for a Career Planning Program for individuals in the Personnel Career Service. A draft of an Office Memorandum outlining the policies and procedures for the preparation and implementation of Individual Career Development Plans is currently being coordinated within the Office of Personnel. [2d quarter]

i. Statistical Summary of Board Operations\*

	1st Quarter	2d Quarter
CIA Career Staff Applications . . .		
Vacancy Requests. . . . .		
Rotation Plans. . . . .		
Reassignment Plans. . . . .		
Junior Career Development Applications . . . . .		

\* This statistical summary was compiled from items of information included in the quarterly reports.

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7. Office of Security Career Service Board

- a. Meetings: 1st quarter - three; 2d quarter - six.
- b. Career Planning for Personnel to be Assigned Overseas

A major accomplishment of the Board during the first quarter was the implementation of a program of selection and training of

[REDACTED] candidates as substitutes or reserves for other possible assignments which may become requirements in the future. This program allows sufficient time for objective study and selection of appropriate individuals for particular assignments and also affords ample time for the proper training of such personnel for their future duties. In this connection, twelve of the selected persons were given a three-week special Security Officer Field Course in April. It is believed that this program of long-range selection and training will prove valuable not only in providing the Agency with competent, well-trained and experienced security officers at overseas stations, but by affording the individuals so assigned sufficient time to plan their personal affairs adequately to fit into Agency plans and also assure the incumbent security officers overseas of prompt and capable replacements at the end of their tours.

c. Assignments

Replacements and assignments for overseas security officers were planned by the Board, personnel were selected and arrangements made for the scheduling of training in order to fulfill their assignments at appropriate times. [2d quarter]

d. Reassignments for Overseas Returnees

Domestic assignments were made for [REDACTED] scheduled to return from overseas during the period between January and November, 1955. These assignments were based on the reviews of Field Reassignment questionnaires, Form No. 202, submitted by the personnel concerned, their service records, and other information contained in their Office administrative files. The individuals were notified of their next prospective assignments upon completion of their current tours of duty. [1st quarter]

e. Fitness Reports

A representative number of Reports on headquarters and

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field personnel were reviewed to observe and compare the standards set by various evaluations, and in some instances to inspect the accuracy of the Reports. [1st quarter]

f. Promotion

(1) During the first quarter the Board reviewed all promotion recommendations submitted by other offices for Security Careerists assigned to their components. It also reviewed a selected number of recommendations for promotions in high grades within the Office of Security. As a guide in these reviews, in order to avoid overlooking the advancement of better qualified persons, consideration was given, on a comparative basis, to other eligible personnel on such subjects as educational background, non-specialized experience, specialized experience, length of time in grade, personal qualifications, and service records. This method of review affords a means to insure the consideration for development of all eligible personnel.

(2) During the second quarter eleven promotion recommendations submitted by other offices for Security Careerists assigned to their components were reviewed and appropriate action was taken in each case. The Board, in considering these cases, compared their records of educational background, longevity, experience and fitness reports with the records of others within the Office of Security to insure proper consideration of all employees.

g. CIA Career Staff

During the reporting period [redacted] applications for Membership in the CIA Career Staff [redacted] - 1st quarter; [redacted] 2d quarter] were reviewed, approved and forwarded by the Board. During the second quarter one person, who had previously indicated an unwillingness to accept the responsibilities of membership in the Career Staff for personal reasons, was interviewed. His intent to make a career with CIA and to fulfill the obligations of membership in the Career Staff were clarified in a memorandum which he later submitted to the Selection Board.

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8. Office of Training Career Service Board

a. Meetings: 1st quarter - six; 2d quarter - six.

b. Individual Career Development Plans

(1) The Board reported that the most significant activity during the reporting period was the implementation of OTR Regulation No. 20-7 which requires the preparation of career development plans by all employees in the Office of Training. During the first quarter all persons in the Office of Training prepared written career plans covering job assignments, rotation and training for the next five years. As of 30 June 1955, the Board has reviewed the plans of over half of the OTR employees.

(2) Certain policies regarding eligibility and sponsorship of external training, rotation of clerical and administrative personnel, and tours of duty have evolved out of the discussions on individual plans. Procedures have also been developed to facilitate the presentation and review of the plans. [2d quarter]

(3) The Secretary of the Board has prepared for the Board a study proposing a system of initiating and keeping current career plans for OTR employees who are on rotational assignments in other components of the Agency. It is anticipated that these persons will be sent specific instructions on career planning during the month of August.

c. Rotation

(1) The Chairman of the Board directed that a staff study be prepared regarding the problems of rotation of instructor personnel between OTR and the other components of the Agency. Such a rotation is vital to the Office of Training because its mission can be accomplished only if it has a continuing influx of experienced personnel who can teach the latest doctrine and practices. As an interim measure, the Board requested the Deputy Director (Plans) to publish a notice to the effect that a tour of duty in the Office of Training by DDP personnel would be valuable for the person's career development. [This notice - [REDACTED] - was published 14 March 1955.]

(2) During the second quarter the Board approved OTR Regulation No. 20-9. This regulation outlines the policies and procedures in the rotation of OTR instructors, with the Board approving release dates and conditions

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and the Personnel Section coordinating the rotation with other Agency components.

d. Promotion

(1) The Board approved OTR Regulation No. 20-8 which established a formal policy in regard to filling vacant positions within the Office of Training. This regulation points out that vacancies will be filled by OTR employees where possible, and gives the Personnel Officer the authority to recommend candidates and coordinate the selection, with the Board acting only when disputes arise. [2d quarter]

(2) The Secretary prepared a staff study regarding the various practices of promoting persons while undergoing full-time external training. The Language and External Training School was requested to remind sponsoring offices of the Agency promotion policy when a person enters an extended external training program. [1st quarter]

(3) In a staff study, the Board approved the recommendations of the Secretary regarding wage board personnel at [redacted]. It was recommended that only outstanding persons be nominated for promotion to the fourth step, that each nomination be completely justified, and that after approval at [redacted] they be reviewed by the Personnel Section, Headquarters, for the Director of Training. [1st quarter]

(4) The Board and the Clerical and Professional Promotion Panels reviewed each month all persons who had completed the time in grade requirements for promotions. When deserving persons cannot be placed in promotable slots, the Board emphasized career planning to give the person an opportunity to develop in additional areas. The Board approved [redacted] promotions, including [redacted] Junior Officer Trainees on military duty, during the first quarter. During the second quarter [redacted] persons recommended for promotion by the Clerical Promotion Panel were approved and one was denied; [redacted] recommended by the Professional Panel were approved, and [redacted] persons above GS-12, not coming before either Panel, were approved.

e. CIA Career Staff

(1) The Board approved procedures for the secure handling of the Career Staff applications at [redacted]

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and agreed that unwitting persons must of necessity be excluded from the Career Staff.

(2) The Chairman of the Board presented membership in the Career Staff to [redacted] eligible employees on 19 May 1955.

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f. Training

The Board initiated a staff study concerning recommendations to the DCI regarding criteria for the selection of persons for external training. [1st quarter]

g. Statistical Summary of Board Operations\*

	1st Quarter	2d Quarter
Rotation Action . . . . .	[redacted]	[redacted]
Promotion Action. . . . .	[redacted]	[redacted]
CIA Career Staff Applications . . .	[redacted]	[redacted]
Service Designation changes approved . . . . .	[redacted]	[redacted]
External Training Requests. . . . . (in addition to those previously approved in the career plans)	[redacted]	[redacted]

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\* This statistical summary was compiled from items of information included in the quarterly reports.

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